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of Engineers
Office of Water Project Review

The Civil Works Review Board Process – A Work in Progress

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Objective

- To discuss Civil Works Review Board process and lessons learned to date
- Share thoughts on how to prepare your project for the CWRB
- To discuss the new Report Summary and DE presentation requirements

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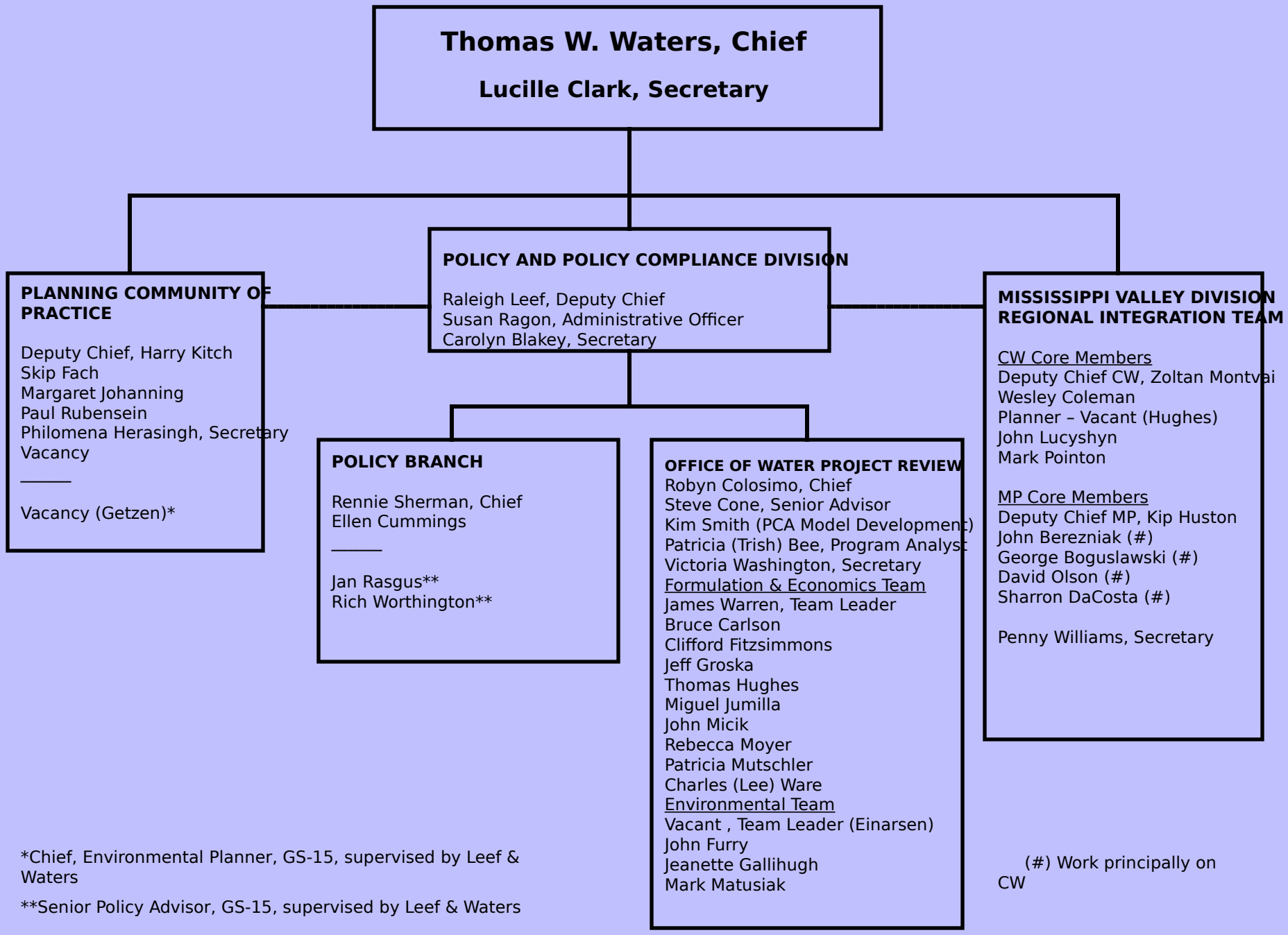
* Dual or triple-hatted ++ Deployed to CENTCOM AAR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Wesley Coleman
Planner – Vacant (Hughes)
John Lucyshyn
Mark Pointon
MP Core Members
Deputy Chief MP, Kip Huston
John Berezniak (#)
George Boguslawski (#)
David Olson (#)
Sharron DaCosta (#)
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*Chief, Environmental Planner, GS-15, supervised by Leef & Waters
**Senior Policy Advisor, GS-15, supervised by Leef & Waters
(#) Work principally on CW

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New Review Processes – The Civil Works Review Board

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DE Briefings & the Civil Works Review Board

- DE Briefings and establishment of the Civil Works Review Board (CWRB) laid out in EC 1106-2-406 dated 31 March 2005
- Facilitate timely completion of review and HQUSACE determination that the report is ready the release of the draft Report of the Chief of Engineers for State and Agency review and filing of the Final EIS.

USACE Civil Works Legislative Process

ASA(CW) Provides Guidance (Jan)

?

HQ Requests Legislative Proposals (Mar)

Field Offices Submit Proposals (May)

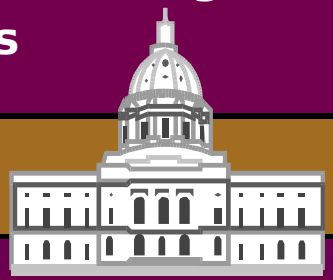
HQ Review & Approval (May - Jul)

USACE Proposals to ASA(CW) (Aug)

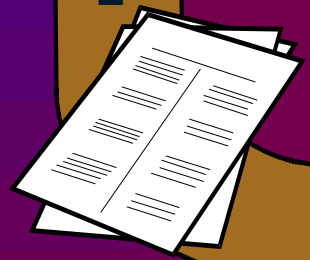
Army Proposals to OMB (Oct)

OMB Review (Oct - Feb)

Army Legislative Program to Congress (Feb)

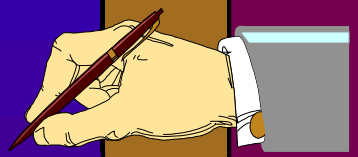


Member Requests & Congressional Hearings (Mar - May)



Committee Action on Bills (May - Sep)

President Signs WRDA Legislation (Oct)



Start / Finish

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CWRB Membership

- DCG Chair (MG Johnson)
- DCW (MG Riley)
- CoP leader for Planning (Waters)
- CoP leader from Engineering, Operations, Real Estate or another area (rotational)
- RIT leader from non representing MSC (rotational)

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CWRB – Other Participants

- District
- Division
- Sponsor
- HQ (RIT, OWPR, CoP)
- ITR Team
- ASA(CW)
- OMB
- Planning Community
- Other Agencies (?)
- Congressional staff (?)
- The Washington Post (?)

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CWRB Logistics

- Commanders brief the CWRB (live or via VTC)
- Target time is 2 hours
- Scheduling a CWRB for any project does not “officially” occur until final feasibility report is received in HQ for review
- Occurs following receipt of final decision document materials (no sooner than 2 weeks after receipt)

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CWRB Logistics (more)

- Occurs concurrently with HQ policy review of final feasibility report
- Involves:
  - District Commander Recommendation
  - Division Commander Recommendation
  - OWPR (HQ) Recommendation
  - Vote by the CWRB (using Robert's Rules of Order)
- Planning Community can engage and learn virtually

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CWRB Member Read Aheads

- Basic materials provided one week in advance
  - Report Summary (new requirement..)
  - Draft Chiefs Report
  - Agenda
  - List of attendees
- Does not include:
  - Sample questions
  - Powerpoint slides
- No pre CWRB coordination meeting with CWRB members

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CWRB – Real Purposes

- Command engagement
- Corporate decision making
- Corporate learning
  - Leadership Level
  - CoP wide
  - Vertical Team
- Informing the Road Ahead (OMB & ASA(CW))
- Personalizing the “DC process” for the sponsors

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CWRB – Real Purposes (more)

- Personalizing the proposed project for the organization
- Provides impetus to solve problems
- Relationship building
  - Among the vertical team
  - Within the Administration
  - With the Sponsors
  - With the taxpayer
  - With other agencies
- Getting folks out of their “boxes” and away from their emails

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CWRB Experiences To Date

- Reviewed 12 projects beginning last fall (8 separate meetings)
- 11 approved for S&A review (5 contingently)
- 1 has been reviewed by the CWRB 2 times; negative result both times (more work to be done)
- Length: wide range 1.5 hours – 4+
- More than 2 a day pushes the limits of reasonableness

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Initial Lessons

- Implementing new processes often causes panic (risk averse)
- Dialogue among participants have been invaluable
- Sponsors statements paint a picture
- Commanders take a lot of prep work at this point
- Behind the scenes politicking has been minimal (and negative result to date)

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More Initial Lessons

- Calendar management is painful
- Some energy being spent to avoid the process (unnecessarily) -- wasteful
- Vertical team engagement leading up to CWRB is intense (but effective)
- Not necessarily designed to produce a Chiefs Report more quickly
- Important relationships are being formed
- NOT the BERH (and this is good)
- Invaluable tool and still in development!

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CWRB Members Areas of Expressed Interests (to date)

- Risk and Uncertainty
- Completeness of the activity & overarching need
- Mitigation requirements
- Strength of Benefits and Costs
- Significance of Habitat
- Costs - budgetability
- ITR
  - Major issue areas
  - Conducted by who and where
  - Involving the right people

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More CWRB Members Areas of Expressed Interests (to date)

- PDT Membership (how broad?)
- Peer & External Review
- Assumptions & the relation to plan formulation
- 4 Accounts analysis (quant & qual)
- Math…..
- Application of Lessons Learned
  - Through repeat District engagement
  - Through sharing across the Corps
- ASA(CW) waiver requests and proactive engagement

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CWRB Preparations – General Roles & Responsibilities

- HQ
  - OWPR (Policy Compliance determination & recommendation, CWRB scheduling, Co-Leads vertical team integration with RIT, Coordinates ASA(CW) & OMB participation)
  - RIT (District & MSC champion, mentor and coach; Co-Leads vertical team integration with OWPR; provides CWRB read aheads to OWPR)
- MSC & District:
  - Preparation of CWRB read ahead materials and provision of a complete quality final feasibility report document
  - Sponsor coaching

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Report Summaries

- Requirement for the Report Summary are new
- In the initial stages of evolution – success has been mixed
- Report Summaries need to tell your story
  - Ask a non involved person to review
  - Compare with others developed
  - Don’t overwhelm with data
- In process of being posted to Planner’s Web

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District & Commander Presentations

- Requirements are laid out in EC 1105-2-406
- Success is also mixed
- Need to succinctly convey to CWRB (decision-makers) why federal investment recommendation should be made & process used to substantiate recommendation
- Don’t seek to overwhelm
- Practice, practice, practice (for all)
- Presentations are in the process of being posted to the Planners web

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CWRB – Being Prepared

- Determine if it applies to your project (early)
- Target the date, but allow for time for prep (& don’t underestimate the effort)
- Vertical team communication is key (seek out your RIT)
- Make the most of early meetings (FSMs, AFBs, FRCs, IRCs, etc); proceed with the end in mind
- Do a “Google” and/or “Google/Earth”
- Engage ASA(CW)?

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CWRB – Being Prepared (con't)

- Tune into other CWRBs and take the time to observe (then apply lessons learned)
- Layout the issues and solutions
- Think about your audience – the Administration view
- Expect the unexpected
- Enjoy the ride and opportunity to engage the leadership
- Come early and stay downtown

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